

# ISLHD Capital Works Program

ISLHD Chief Executive  
Margot Mains  
April 2022



# Shoalhaven Hospital - Project Status

## Recent milestones

- **Master Plan** endorsed and made public in August 2021. This was generally well received by the public.
- **Concept Design** is complete
- **Schematic Design** is nearly complete
- **Land Package 1** (Nowra Park) acquired in November 2021
- **SEARs** submitted in January 2022



# Shoalhaven Hospital Master Plan



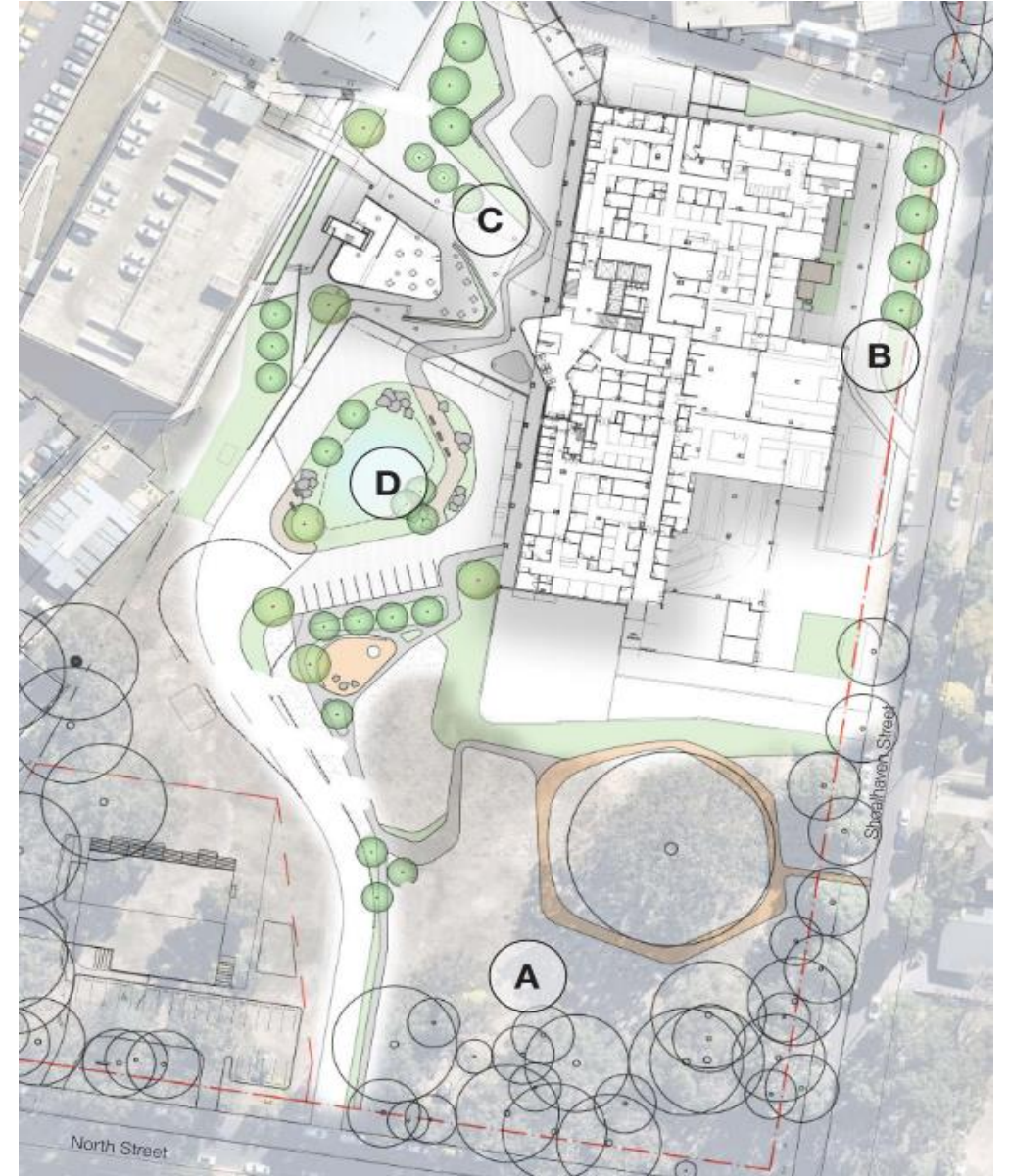
## Refurbished zone in existing building will house:

- Subacute care (Rehab and palliative care)
- Stroke unit
- Paediatrics and Maternity
- Ambulatory Care

## A new building (the red zone) will house:

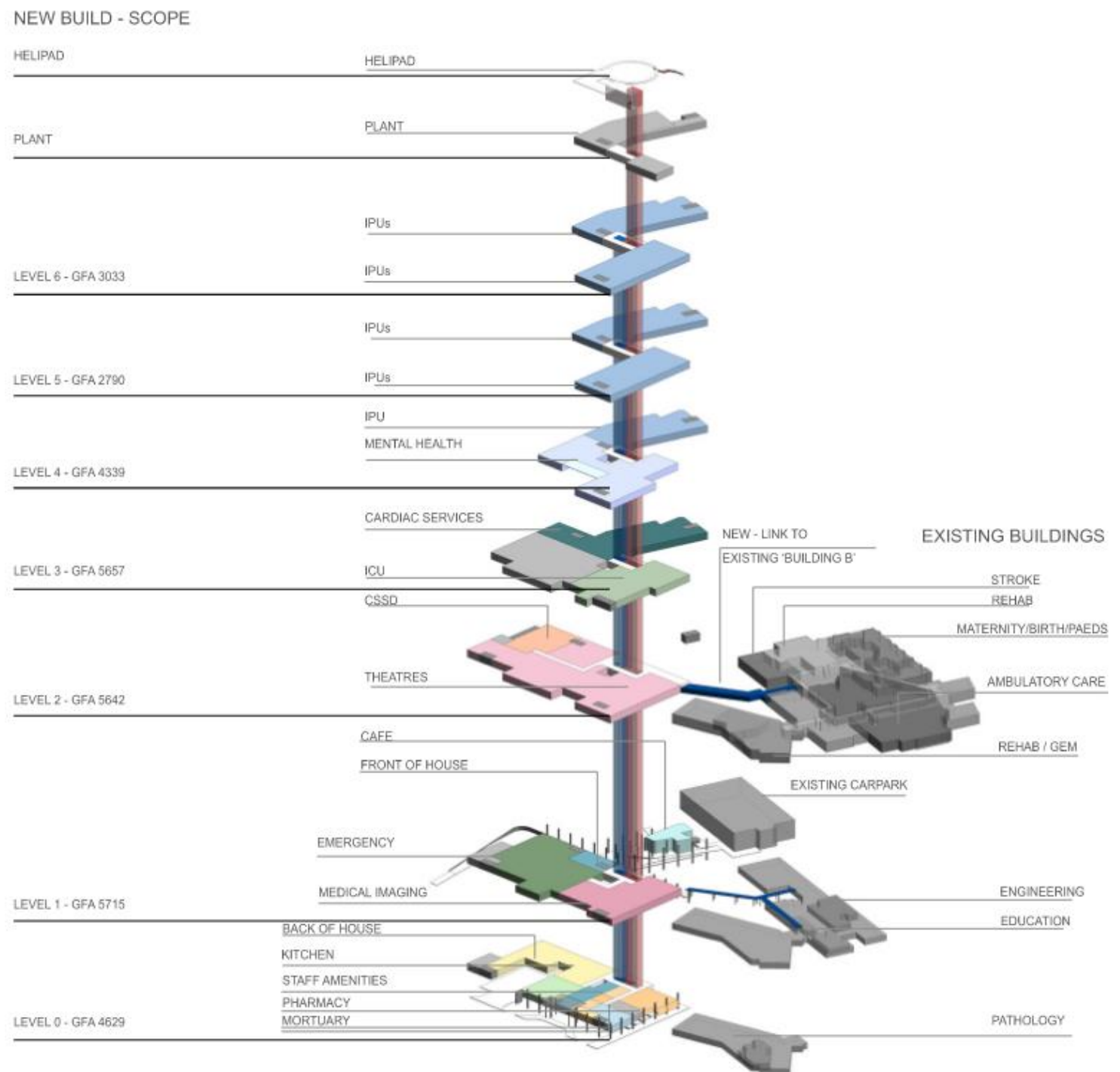
- Emergency Department
- Intensive Care
- Operating Theatres
- Medical and Surgical wards
- Mental Health unit
- Front of House
- Back of House

# Concept Plans



# Acute Services Building Design

- The redevelopment will include:
  - An increase in Surgical, Acute Medical and Aged Care beds
  - Operating Theatres and Endoscopy procedure rooms
  - Increased capacity for the Emergency Department and Ambulatory Care zones
  - Mental Health, including PECC and acute and older person services



# Shoalhaven Hospital – staff and community engagement

- More than **100 staff** joined **Project User Groups** to provide feedback for the Master Plan
- Regular project staff newsletters and dedicated project website
- Two staff BBQ information sessions held in November 2021 (approx. 150 attendees) and March 2022 (+200 attendees) on release of Master Plan and concept design plans
- Chief Executive staff forum to announce Master Plan details, staff and clinicians featured in social media, CE updates and Master Plan video
- Aboriginal staff consulted and engaged throughout the planning and design process. A Design Jam and Walk on Country was held in December 2021 and attended by more than 35 Aboriginal staff & community members, along with SDMH and project staff
- Community consultation and engagement occurs via consumer advisory committees, letterbox drops and face-to-face pop up information sessions throughout the region



# Shoalhaven Hospital – change management

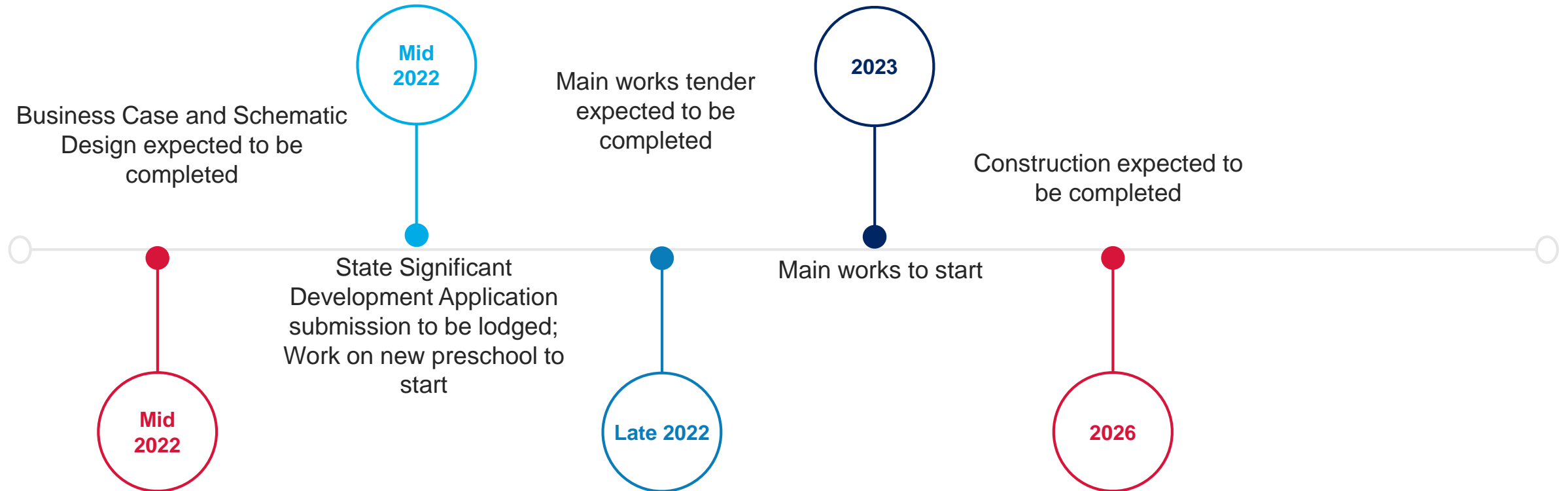
The change readiness survey released in late August 2021 contained 38 questions (last one free text), ran for a 2 week period, received 127 responses with 41 staff opting to respond to the free text question “is there anything else we can do to support you?”

For context, overall responses came in at just over 11% of the SDMH staffing headcount of 1142

- Change Manager appointed in 2021 and first change management survey conducted
- Frequently Asked Questions brochure developed for staff to explain change management process
- The survey assessed staff readiness across six categories: Awareness, Desire, Ability to change, Knowledge in readiness for the change, Managing Business As Usual and a capability to Reinforce the change
- Survey results assist the SDMH leads and the Change Manager to determine what needs to be implemented to ensure that staff are supported in transitioning from current to future state
- This process allows the Change Manager and the SDMH leads to “organise for change”

# Project timeline – Shoalhaven Hospital Redevelopment

This is how things stand now, but bear in mind, these timelines can change and are dependent on many things



\* Current Forecasts



# New Shellharbour Hospital and Integrated Services Project Scope

- **\$721 million** was announced for the New Shellharbour Hospital and Integrated Services Project to deliver:
- A **new hospital** on greenfield land in Dunmore
- The purchase of a new health facility in **Bulli**
- **Refurbishments at two locations**
  - Bulli hospital to support 2 new rehabilitation wards and the day rehab hospital
  - Wollongong hospital to provide level 6 palliative care and rehabilitation services
- A **new community health centre** in Warrawong

*Right: Dignitaries including the Minister for Health, Local MPs Anna Watson and Lee Evans attended the event.*



# New Shellharbour Hospital - Clinical Services Plan (CSP) Scope

(pending MoH endorsement)

Plays an important and strategic role for the District servicing the District or Illawarra population

<b>SURGERY</b>	<p>High volume short stay model supported by assertive rehab models, beds &amp; outpatient services</p> <ul style="list-style-type: none"> <li>• Ophthalmology</li> <li>• Orthopaedics</li> <li>• Breast surgery</li> <li>• General surgery</li> <li>• Plastics</li> <li>• Gynaecology</li> </ul>
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<b>MENTAL HEALTH</b>	<p>District Wide Hub with the full scope of services</p>
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<b>WITHDRAWAL MNGT UNIT</b>	<p>Dedicated withdrawal management beds</p>
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Across All Settings



Hospital



Virtual



Community



Home



Provides care locally and supports the Southern Illawarra & South Dapto populations

<b>MEDICINE &amp; GERIATRIC MEDICINE</b>	<ul style="list-style-type: none"> <li>• Sub Specialising in Cardiology &amp; Respiratory</li> <li>• General Medicine</li> <li>• Geriatric Medicine &amp; Old Age Psychiatry (GAP)</li> <li>• Renal Dialysis</li> </ul>
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<b>EMERGENCY RESPONSE</b>	<ul style="list-style-type: none"> <li>• Emergency Department (ED)</li> <li>• Emergency Short Stay Area (ESSA)</li> <li>• Psychiatric</li> </ul>	<ul style="list-style-type: none"> <li>• Emergency Care Centre (PECC)</li> <li>• Paediatric Assessment Unit (PAU)</li> </ul>
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<b>CRITICAL CARE</b>	<ul style="list-style-type: none"> <li>• Close Observation Unit (COU)</li> </ul>
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<b>SUB ACUTE</b>	<ul style="list-style-type: none"> <li>• Rehabilitation</li> <li>• GEM</li> </ul>	<ul style="list-style-type: none"> <li>• Palliative Care</li> <li>• Maintenance</li> </ul>
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<b>OUTPATIENT &amp; AMBULATORY CARE</b>	<ul style="list-style-type: none"> <li>• Rehab &amp; Geriatric Day Hospital</li> <li>• Mental Health Outreach</li> <li>• Cardiac Diagnostic Centre (CDC)</li> <li>• Medical Ambulatory Care (MAC)</li> </ul>	<ul style="list-style-type: none"> <li>• Paediatrics</li> <li>• Hospital-in-the-Home (HITH)</li> <li>• Acute Assessment Models</li> <li>• Outpatient Clinics</li> <li>• Sleep Lab (District-Wide)</li> </ul>
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# New Shellharbour Hospital – Project Status

- Final stages for **Clinical Services Plan endorsement**
- **A draft Master Plan** is in final stages and will be released for community and staff feedback this year
- Further design steps commencing in May 2022
- **Early works** to start in 2023



*Above: PANs have been issued for the land outlined above*

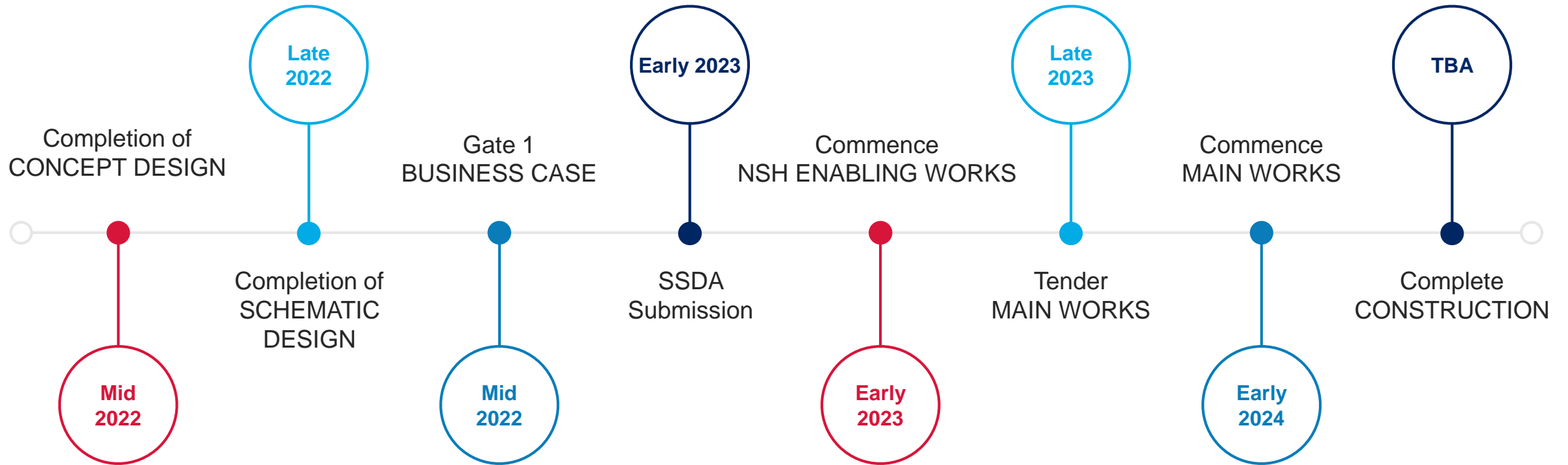
# New Shellharbour Hospital – staff and community engagement

- Engagement with staff is continuing throughout planning and design phases:
  - Project User Groups complete for Models of care, involved extensive consultation with staff and clinical representatives across all disciplines.
  - Project User Groups for functional briefing with broad staff representation commencing in May 2022
  - Monthly project newsletters and regular updates by GM
  - Walk on Country and Design Jam with local Aboriginal groups and staff
  - Community consultation and engagement will occur via consumer advisory committees, letterbox drops and face-to-face pop up information sessions



*Above: PANs have been issued for the land outlined above*

# New Shellharbour Hospital High Level Milestones



\* Current Forecasts

# Integrated Services Project

- The Integrated Services Project, which is part of the New Shellharbour Hospital will deliver:
  - The purchase of a new health facility in **Bulli**
  - **Refurbishments at two locations – Bulli**; to support 2 new wards and the day rehab hospital, **and Wollongong Hospital** to provide contemporary models of care sympathetic to Level 6 palliative care and rehabilitation services
  - **A new community health centre in Warrawong**
  - These refurbishments and the new community health centre will enable staff currently working out of the **aging Port Kembla Hospital** to move into new fit for purpose facilities sooner rather than later



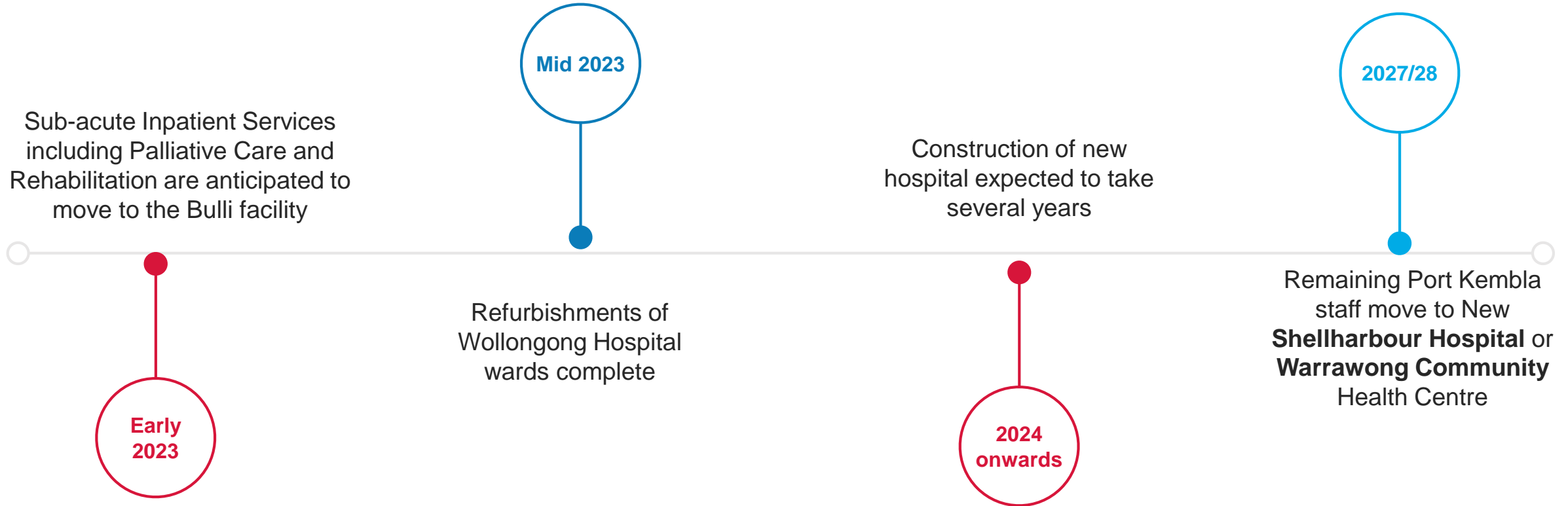
*Above: Artist impression of the new rehab ward at Wollongong Hospital*



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# Integrated Services Project milestones



\* Current Forecasts

*All remaining District services staff at PKH, will be relocated by the LHD to a new location – which is still to be identified and timelines not yet understood*

# What staff can expect this year at each location



## Bulli

- Before commencement of work, staff can expect more **information and briefing sessions** to understand what the impacts will be on site
- Staff from PKH Rehab and Palliative Care teams will be **invited to site tours** for familiarisation in late 2022
- **Models of Care** will be tested in the new footprint and adjustments made before staff transition across to the new site
- PKH staff will be given **orientation** to their new work environment
- Teams from Bulli and PKH will have opportunity to discuss how working together on the new site will look and feel
- **SEED program** to incorporate incoming and existing staff at Bulli



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# What staff can expect this year at each location



*Artist impression of what the new community health centre may look like*

## Warrawong Community Health Centre (WCHC)

- Staff moving into the new health centre will be invited to **Project User Group meetings** that will assist in the planning and design process
- Once design is finalised **change management** and **move and decant sessions** will be arranged to support staff with all aspects of their relocation



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# What staff can expect this year at each location



## Wollongong

- Before commencement of work, Wollongong staff can expect more **information and briefing sessions** to understand what the impacts will be on site
- Models of Care will be tested in the new footprint and adjustments made before staff transition across to the new site
- Incoming staff will be given **orientation** to their new work environment



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# What staff can expect this year at each location



## Port Kembla Hospital

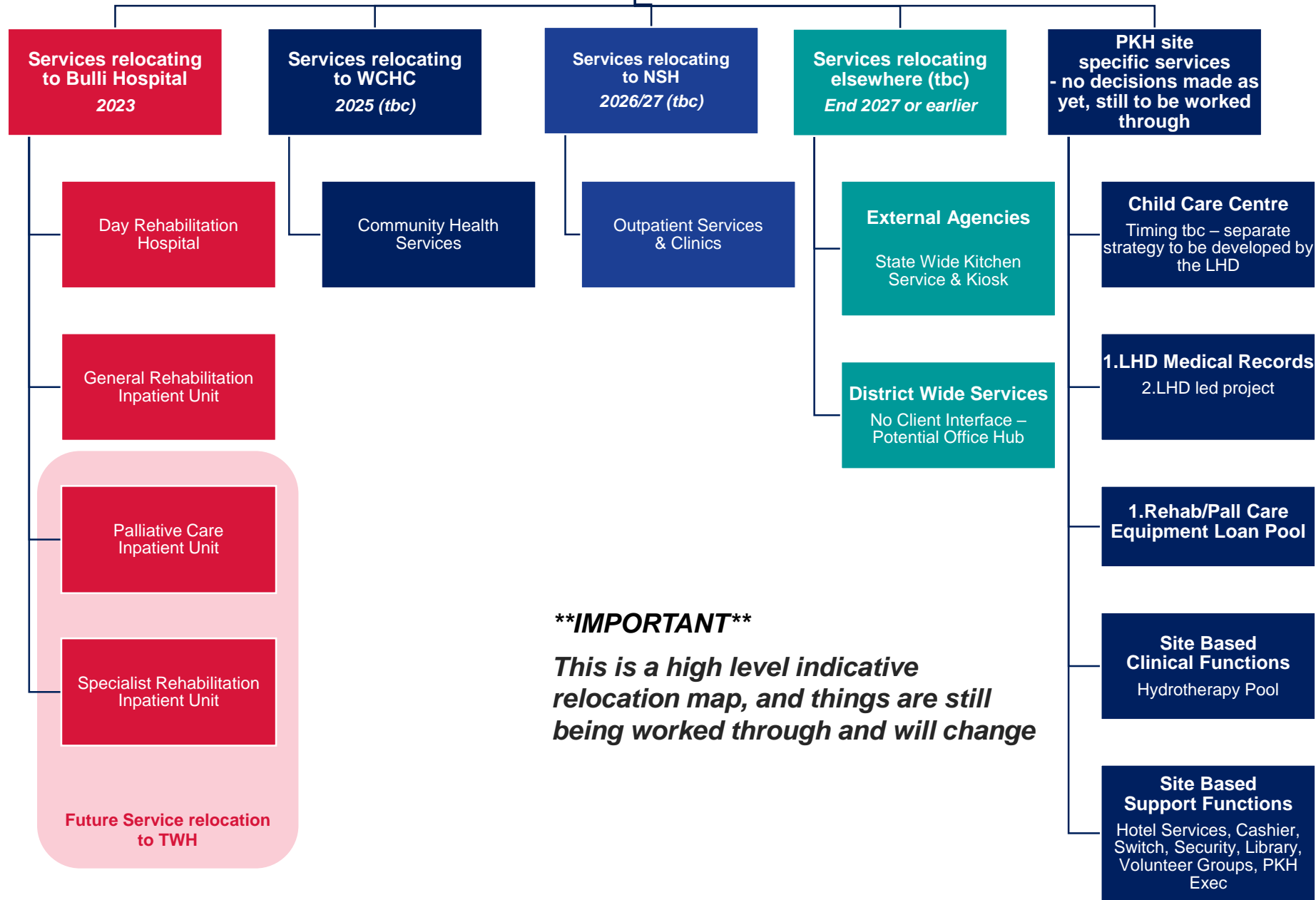
- **Site visits to Bulli** have occurred with nursing managers and allied health unit heads to familiarise with the new layout
- Unit managers are in the process of **assessing individual team needs** for the relocation
- **Change management** meetings will be established to capture and address changes required to models of care, ways of working and general change due to new work locations
- **Decant and move plans** will be developed as part of the overall change and commissioning activities
- **Skills gap and training needs** analysis will be undertaken and finalised prior to commissioning
- The **SEED program** will be introduced in PKH to support all staff through all of the changes associated with the NSHIS project



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# PKH Service Relocation Road Map



**\*\*IMPORTANT\*\***  
*This is a high level indicative relocation map, and things are still being worked through and will change*

# Staff transition plan

## Southern Illawarra Hospital Group (SIHG)

- Staffing profile / budget are being finalised to support the transferring of the rehabilitation and palliative care wards, and day rehabilitation hospital relocation
- Some outpatient services will continue onsite until they are decanted
- General campus support will remain in place as required
- Individual staff consultation will occur to ensure appropriate management and support is provided to any staff member requiring redeployment within the LHD



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# Staff transition plan – action timeline

Step	Action	Timeframe
1.	Information session with all PKDH staff and Unions surrounding the NSHIS Project	December 2021
2.	Formal presentation to all PKDH staff	April 2022
3.	Formal presentation to all BHACC staff	April 2022
4.	Formal presentation to all unions	April 2022
5.	General staff information sessions monthly	Ongoing from April 2022
6.	All staff affected by the changes advised individually	April 2022
7.	Team meeting held to advise of restructuring plan and consultation process	April 2022
8.	HSU/NSWNMA formally advised of restructure proposal for consultation with members	April/May 2022
9.	Consultation meeting with union and staff (if required)	April/May 2022
10.	Formal consultation period closes (two weeks)	May/June 2022
11.	New structure finalised taking account of feedback and final approval sought	June 2022
12.	Team meeting held to advise of final structure and next steps	June/July 2022
13.	Affected staff advised in writing formally	July 2022
14.	Re-grading applications submitted	July 2022
15.	Vacant positions advertised for recruitment	TBA

# How staff will be supported in 2022

**Ensuring our staff are informed and supported through this process is a key priority**

**Support will be offered through the following ways:**

- Facility planning consultation with staff on models of care, functional briefing and building design
- Consultative process to develop workforce plans
- Regular updates on project progress via service managers, project teams and leadership teams
- Change management meetings to support new ways of working
- Move and decant meetings to assist with the logistics across all moves and change
- Employee Assistance Program and Human Resources
- Implementation of the SEED program for SIHG and NIHG staff



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# Communication methods throughout the project

**We will also regularly communicate with staff through the following methods...**

- Project newsletters
- Staff forums
- PUG meetings
- ISLHD intranet
- Project fact sheets
- Operational commissioning and move meetings
- “Meet-the-team” events
- General Manager updates



# QUESTIONS

If you have other questions, please email the Project team at  
**[ISLHD-ProjectComms@health.nsw.gov.au](mailto:ISLHD-ProjectComms@health.nsw.gov.au)**



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